



# Project Management

"You cannot become a project manager by reading books"

(Michael Karvø og Lars Bo Pedersen)

Project Management

- What competences are required?

What is a project?  
What is Project Man.?

# Project

“A project is a temporary endeavor undertaken to accomplish a unique purpose”

## Attributes of projects:

- unique purpose
- temporary
- require resources, often from various competences
- should have a primary sponsor and/or customer
- involve uncertainty
- progressive elaboration, iterative processes

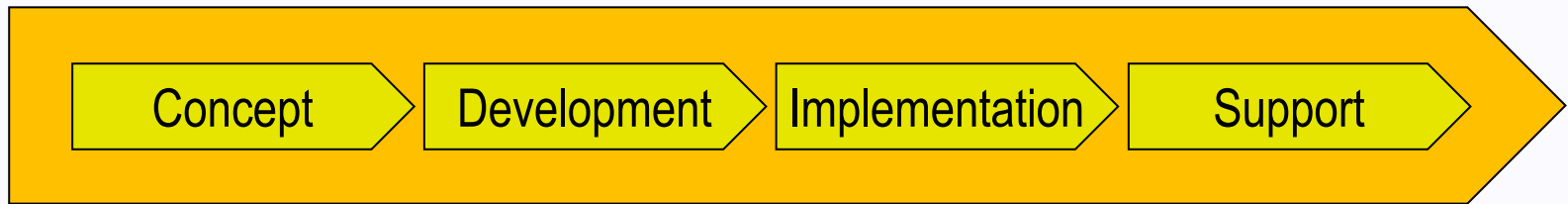


# Project Management

“ the application of knowledge, skills, tools, and techniques to project activities in order to meet project requirements ”

# Project Life Cycle and Project Phases

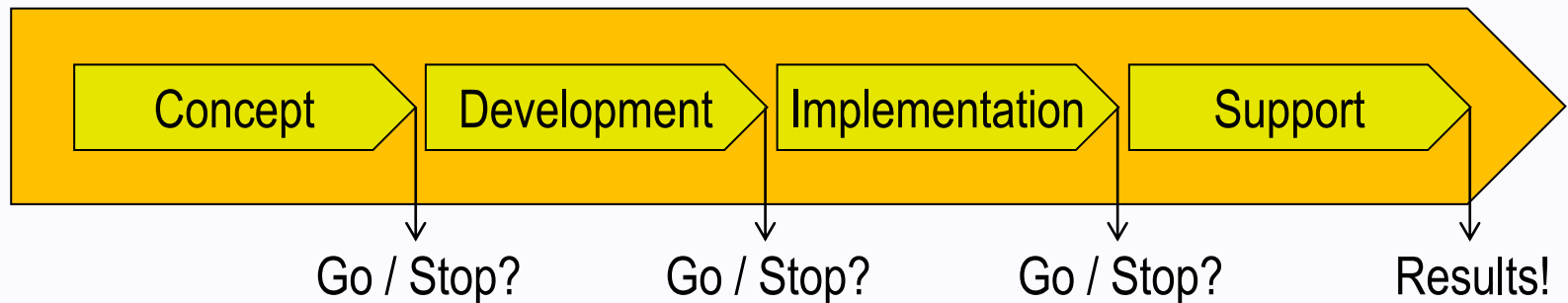
- A project life cycle is a collection of project phases



- Project phases vary by project or industry, but some general phases include
  - concept
  - development
  - implementation
  - support

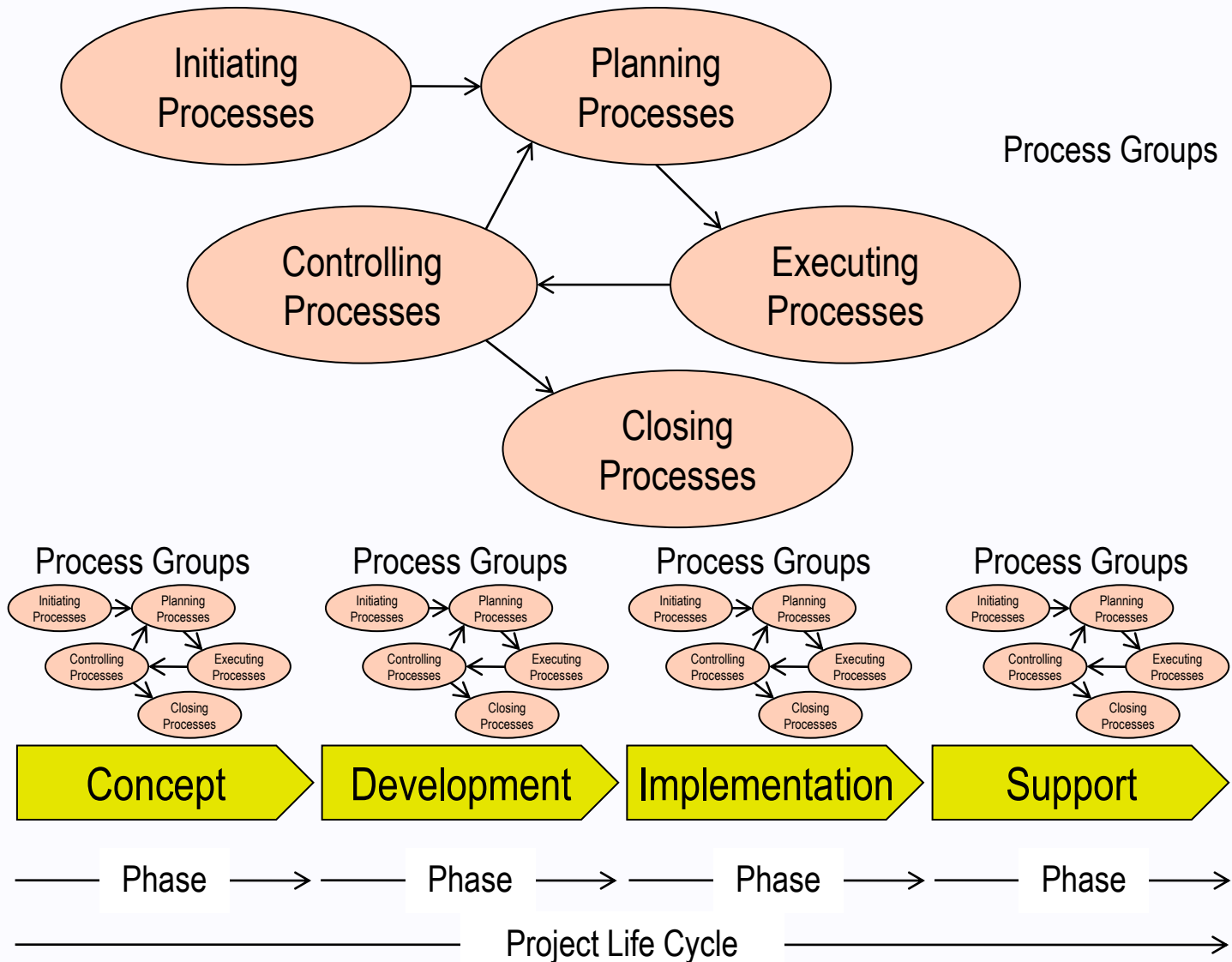
# Project Phases

- Every phase is marked by completion of a deliverable
- Conclusion of a phase is marked by a review:
  - Continue to next phase?
  - Corrections needed?
  - Terminate project?

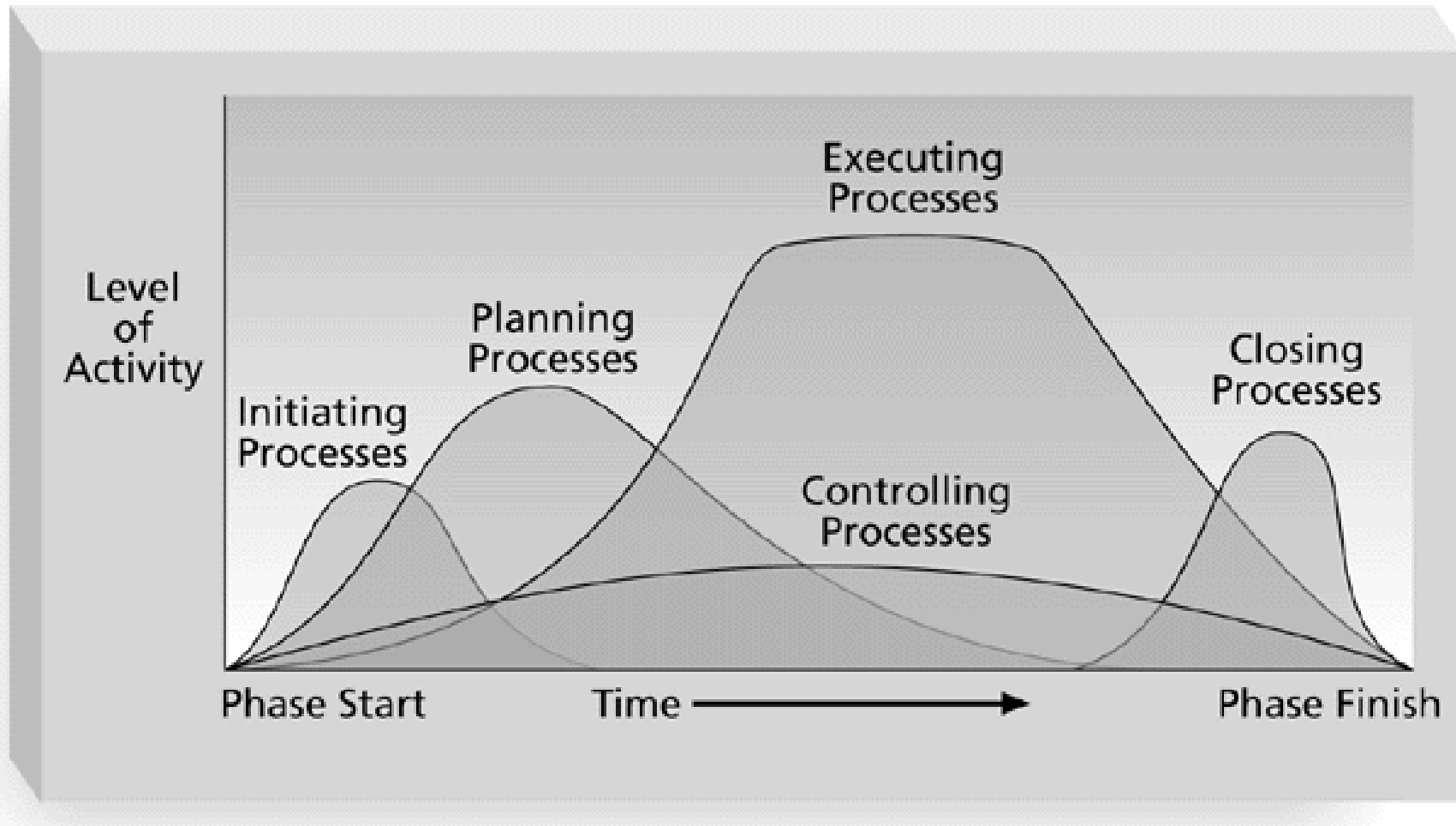


- Phase-end reviews are (often) called:
  - Phase exists
  - Stage gates
  - Kill points

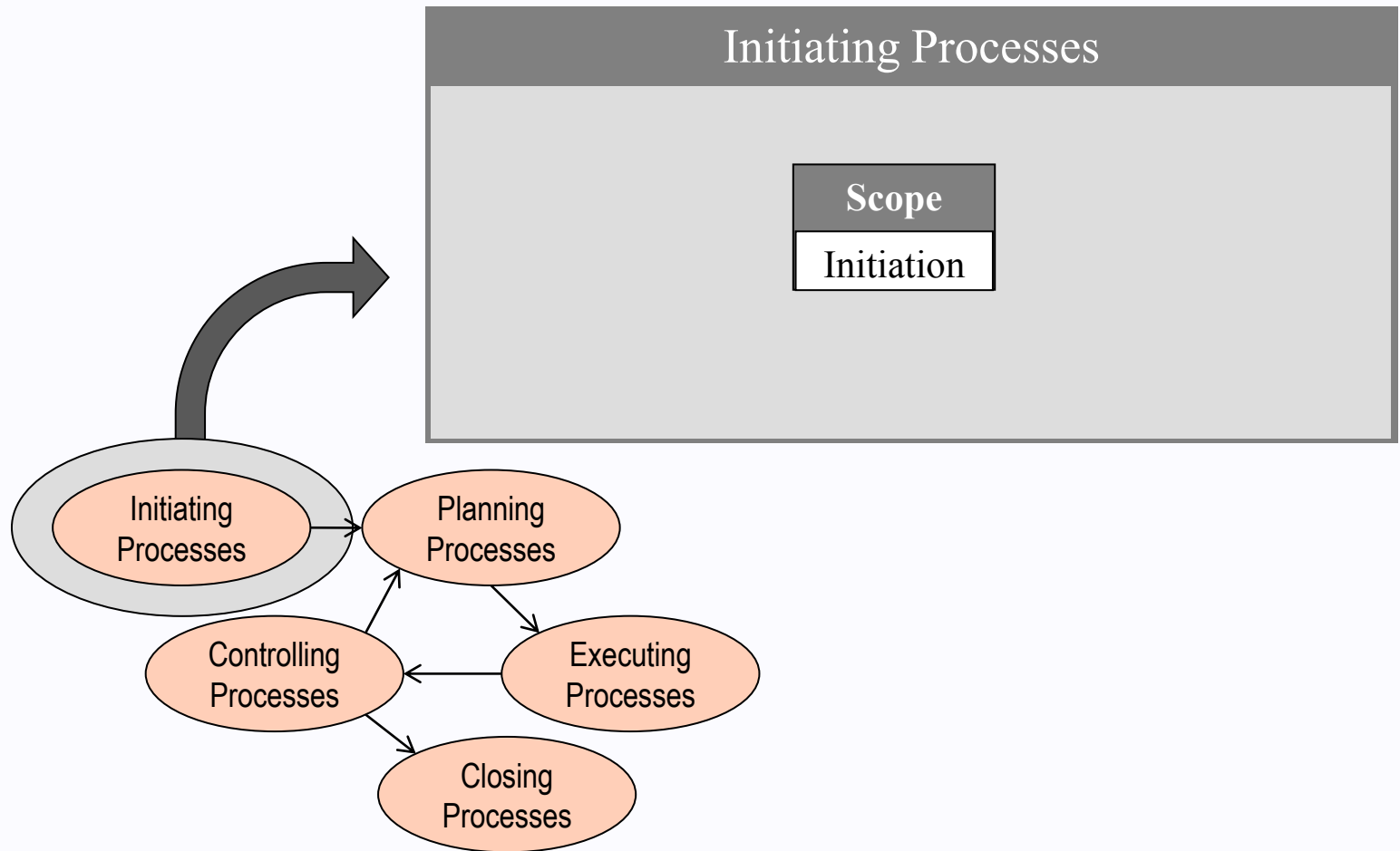
# Process Groups – Phases – Life Cycle



# Process Groups – Project Phases

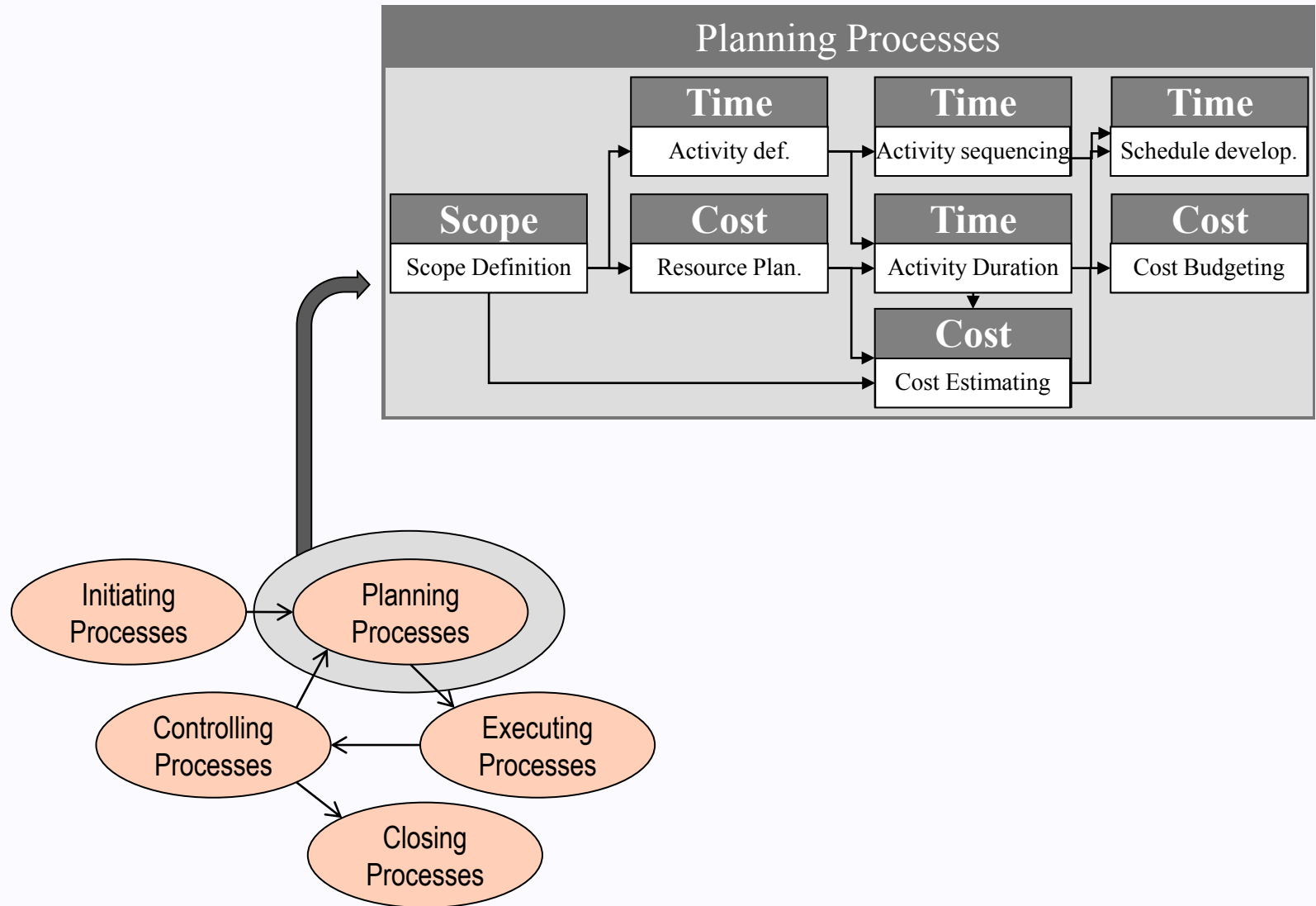


# Project Process Groups

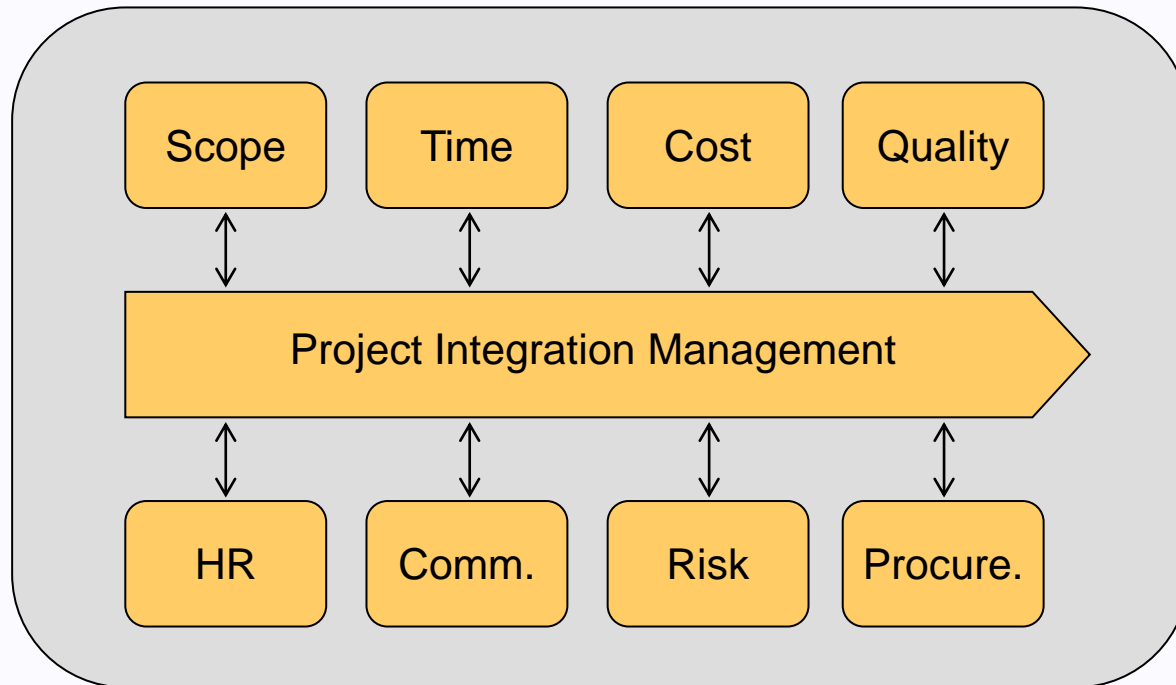




# Project Process Groups



# Project Management Knowledge Areas



Project management – an integrative endeavor:

- Changes in scope causes changes in time, cost, staff, etc.
- E.g. the triple constraints (Time – Cost – Quality)



# PMI, Project Management Institute

- Established in 1969
- Not-for-profit organisation, Project Management
- Open for individuals world-wide

PMI provides:

- Standards (PMBOK)
- Certification (since 1984, PMP-certification)
- Research (Biennial Project Management Research Conference, research database, research grants etc. )